

TERMS OF REFERENCE FOR SERVICE

I. General information

Assignment name	HEAT training for Public Broadcasting Journalists
Beneficiary	Public Broadcasting Company of Ukraine - Suspilne
Country	Ukraine

II. Context and justification of the need

The EU4Reconstruction (EU4R) programme supports transparent, accountable, and inclusive reconstruction processes in Ukraine by strengthening the role of media and public civic engagement, oversight mechanisms. For this to materialize, a functional media is instrumental.

National Public Broadcasting Company (hereinafter referred as – Suspilne) operates a network of regional and frontline editorial teams covering the reconstruction process, including areas directly affected by ongoing hostilities.

Journalists in Ukraine, particularly those operating in high-risk and frontline areas, face acute challenges in maintaining continuity of operations. Ongoing security threats, infrastructure damage, and resource scarcity have severely undermined their ability to deliver timely, reliable, and independent information to local communities. Moreover, journalists documenting these processes face high risks to their lives and health while working in zones of active hostilities. To ensure the continuous coverage of reconstruction, it is critical to provide them with the life-saving skills and knowledge. With this in mind, EU4R programme will support core team of Suspilne journalists to undergo a specialized - Hostile Environment Awareness Training (HEAT). This will allow the journalists to gain basic skills and mitigate the risks during their coverage operations in the high-risk areas. Thus allowing for continuous coverage of the reconstruction related activities from all over the areas.

In February 2026 EF concluded a comprehensive memorandum of cooperation with the Suspilne. This activity is fully in-line with the memorandum objectives and has been jointly developed with the Suspilne respective team.

III. Objectives and desired results

1) General objective

The objective of the assignment is to ensure safety and operational resilience of Suspilne journalists in their professional activities.

2) Specific objectives for requested service

HEAT training emphasizes the anticipation of different threats and provides participants with the basic tools and techniques necessary to avoid potentially dangerous situations, individually or as a team, and, if necessary, to deal in an appropriate manner with situations of danger on the ground.

The training will have the following objectives:

- Present to the participants the typologies of threats present in their area of assignment;
- Implement safety and security procedures tailored to a specific threat;
- Knowing how to individually manage a stressful event when faced with a dangerous situation;
- Be able to orient oneself in a hostile environment and correctly use various available means of transport;
- Know how to use social networks and messengers and verify the authenticity of information to communicate safely;
- Be able to act as a member and/or leader of a team in a hostile environment (management of crisis situations) or during dangerous and stressful situations;
- Become familiar with the operating procedures of security forces that may be required to work for their benefit (close protection, support, etc.);
- Develop the safety culture of each employee;
- Act as a unifying force and motivator.

3) Anticipated results

A group of 30 journalists from Suspilne successfully completed the course and capable of applying acquired knowledge and skills.

IV. Description of the assignment

1) Planned activities

The service provider should develop a tailor-made course for the team of 30 journalists, that will provide them with the following:

- Gain a better understanding of the different risks and dangerous situations and identify existing threats in the area of their operations (including in the vicinity of conflict line);
- Gain more confidence in managing stress situations and conflicts;
- Acquire the basic tools and techniques necessary to avoid potentially dangerous situations or to adequately deal with real situations of danger in the field;

- Be prepared to manage a critical incident and communicate effectively, support your team;
- Be prepared to operate safely in hazardous environments (mobile security, convoy driving, checkpoints);
- Be prepared to recognize, respond, and react appropriately to drone-related risks;
- Be prepared to apply response strategies in a realistic simulated FPV drone attack scenario;
- Be aware of the ballistic effects of weapons, mines and unexploded ordnance (UXO);
- Be trained in evaluation, victim management and first aid practice: following MARCH algorithm;
- Capability to apply correctly the first aid kit (fully compliant IFAK - will be delivered to the participants beyond this assignment).

The training shall lead to certification similar to the first aid adapted for isolated environments, Emergency First Response (EFR), Stop the Bleed, Tactical Emergency Casualty Care (TECC), etc.

2) Anticipated deliverables

The following deliverables are expected at the end of the training:

- A pre-information file for course participants with an indicative training program a practical information file with a descriptive sheet for preparation for the training session;
- A report for the training session highlighting achievements, shortcomings, possible observations and recommendations;
- Training certificate to each successful participant.
- Digital copies of training materials/handbooks

Training organizer should also arrange 2 coffee breaks per each training day and 1 light lunch at their premises and integrate it into the agenda.

V. Place, duration and terms of performance

- 1) Not limited but preferably in or in the vicinity of Kyiv. Participant transportation and/or accommodation related costs should not be included in the bid. This will be arranged by EF/Suspilne.
- 2) **Implementation period will be within 30 days timeframe** from the conclusion of contract. Anticipated start date, towards the end of May 2026.
- 3) The training agenda should cover at least 4 days (8 hours per day), out of which 1 day should be dedicated to the first aid and emergency response.
- 4) The group of 30 journalists can be split as per optimal number of participants per group.
- 5) Close coordination with Suspilne dedicated team will be required.

VI. Required expertise and profile

- Previous experience of HEAT delivery of at least 2 years.
- Proposed staff should have 2+ years in security training, specifically in HEAT; include a certified TECC/TCCC trainer with relevant field experience; trainer(s) expertise in ballistics,

UXOs and modern drone threats (preferably former military with field experience in Ukraine).

- Service provider should ensure optimal allocation of trainees per groups.
- Be based and registered in Ukraine.
- Training delivery in Ukrainian language.
- Previous experience of working with the media staff/journalists (preferable).

VII. Practical information

Selection of the bids will be based on the following criteria:

#	Criteria	Point
1	Price	40
2	Relevant experience, training premises and qualification of the proposed personnel.	30
3	Technical proposal, agenda & training methodology	30